

Since its founding in 1873, the Oji Group has been growing through the expansion of business fields. While keeping abreast of the trends of the times, we have tackled changing social needs and evolved our business structure. In recent years, aiming for contribution to a sustainable society, we have been actively rolling out the technologies cultivated in our domestic business to the global market.

1873 Birth of the Modern Paper Manufacturing Industry



From Shibusawa Memorial Museum Collection
Shibusawa advocated that "paper and printing businesses are the source of civilization." He held on to his great ambition to supply domestic paper.

1910 Establishment of Domestic Supply Structure



We established the Tomakomai Mill in a fishing village in Hokkaido, which had abundant resources such as forests and water as well as vast and flat land, which are required for paper manufacturing, and started producing newsprint.

1950s Efforts toward New Technologies



Tomakomai Mill for newsprint and Kasugai Mill for woodfree paper contributed to our growth. Kasugai Mill even became a pioneer of urban factories.

1970s Changing Lifestyles and Diversification of Paper



Paper materials such as boxboard, thermal paper, and household paper have come to play an active role in various situations that support daily life.

1990s Response to Environmental Issues



Attention was drawn to issues that are directly related to people's lives, such as resource saving, energy saving, and urban waste treatment.

2000s Shift in the Business Structure

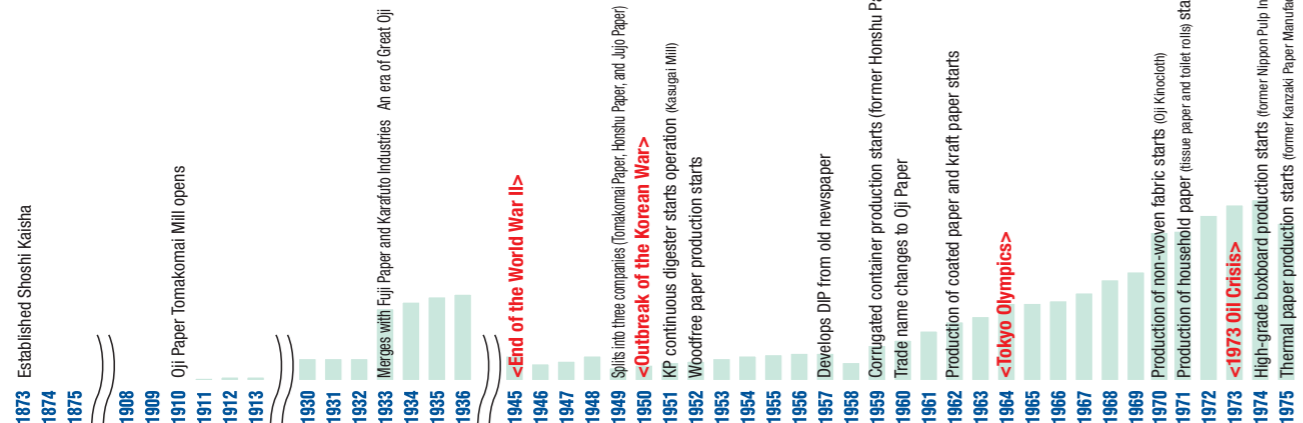
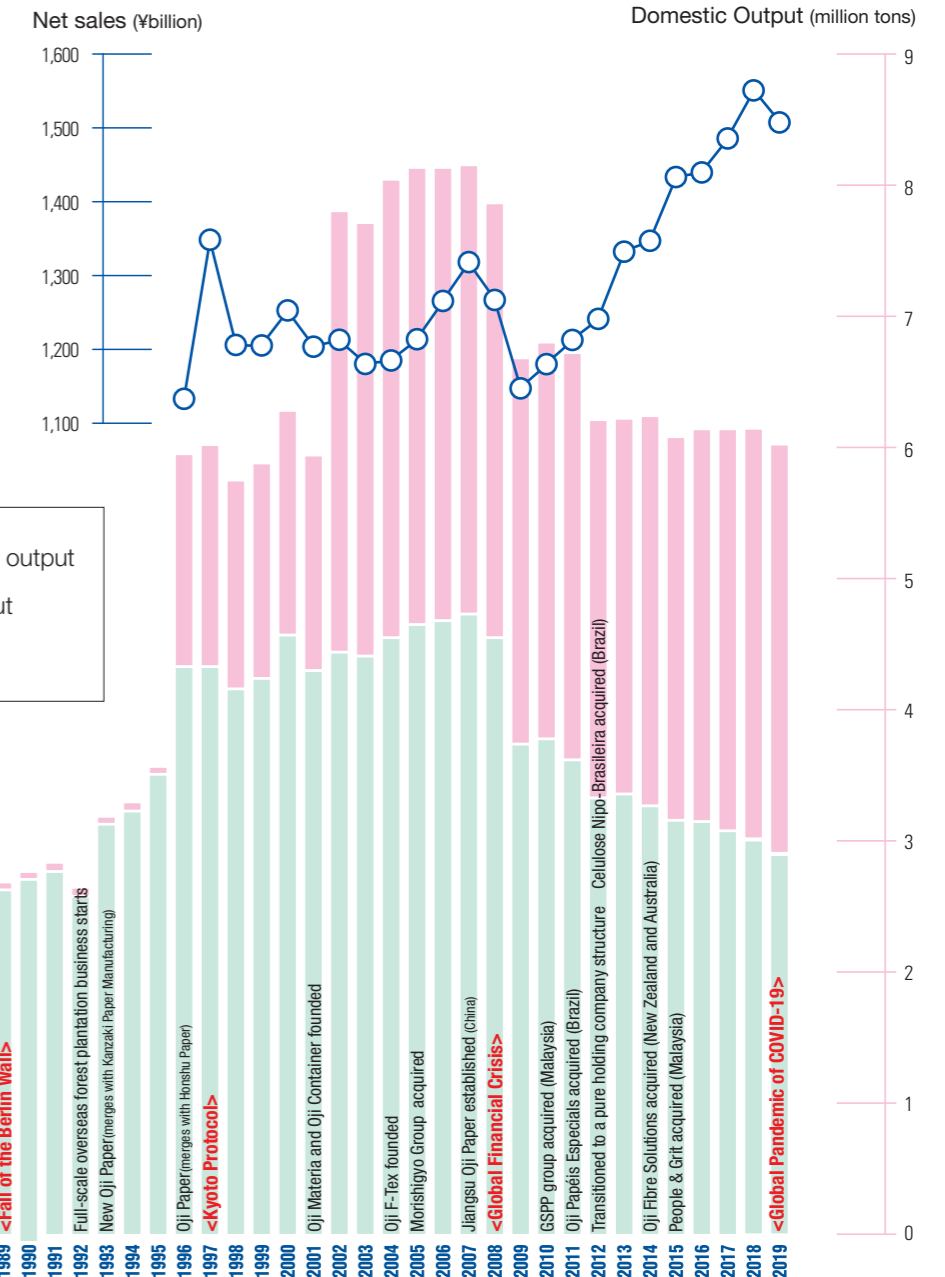


Paper production volume has been declining since 2008. This unprecedented crisis created an opportunity for shifts in the business structure.

2010s Further Global Deployment



We actively developed the overseas business with a focus on Southeast Asia. The overseas sales ratio reached approximately 30%.



Industrial Materials COMPANY

P.38

Main businesses

Containerboard and corrugated containers business, Boxboard and folding cartons business, Packaging papers and paper bags business, Household paper business, Disposable diaper business



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Affiliated companies

Domestic

43 companies

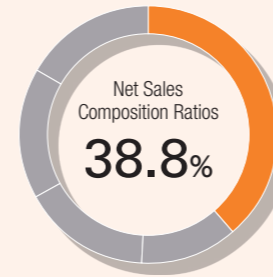
Overseas

44 companies

Domestic Overseas

1 8 companies companies

Earning structure

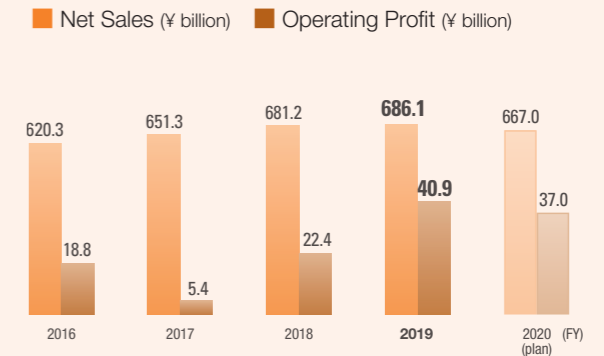


Net Sales

¥ 686.1 billion

Operating Profit

¥ 40.9 billion



Household and Consumer Products COMPANY

P.41

Functional Materials COMPANY

P.44

Specialty paper business, Thermal paper business, Adhesive products business, Film business

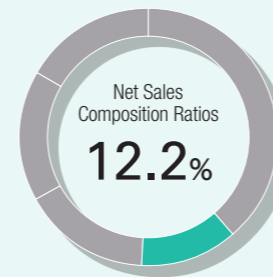


Domestic

10 companies

Overseas

13 companies

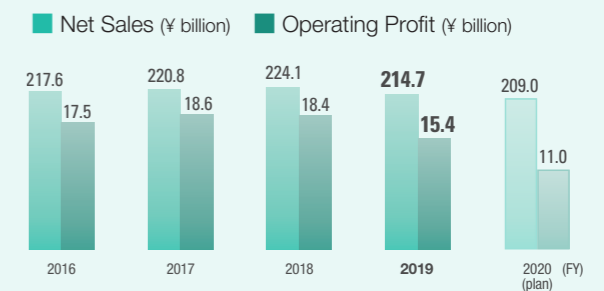


Net Sales

¥ 214.7 billion

Operating Profit

¥ 15.4 billion



Forest Resources and Environment Marketing COMPANY

P.48

Pulp business, Energy business, Plantation and lumber processing businesses, Starch and Sweetener Products Business

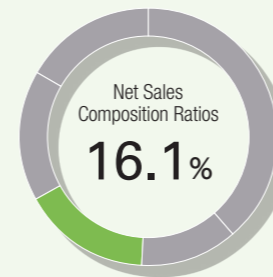


Domestic

15 companies

Overseas

16 companies

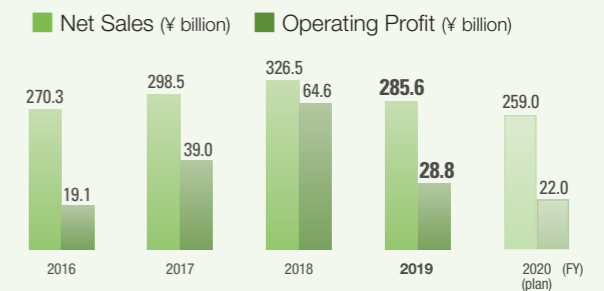


Net Sales

¥ 285.6 billion

Operating Profit

¥ 28.8 billion



Printing and Communications Media COMPANY

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Newsprint business, Printing, publication, communications paper business

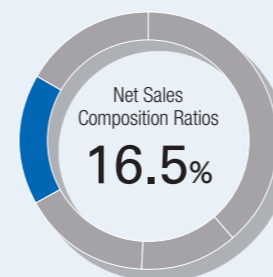


Domestic

7 companies

Overseas

1 companies

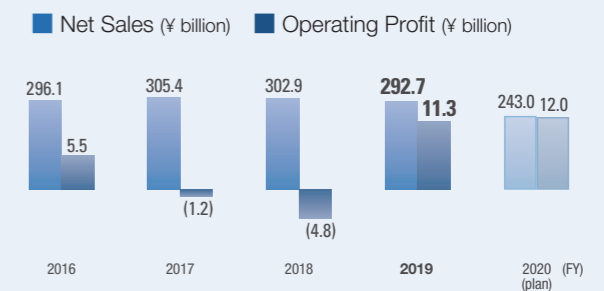


Net Sales

¥ 292.7 billion

Operating Profit

¥ 11.3 billion



Corporate Management Group and Shared Service Companies

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Real estate, Engineering, Trading, Logistics, etc.

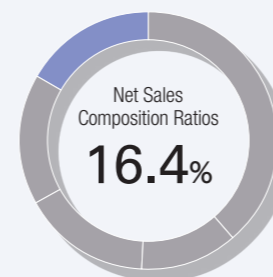


Domestic

15 companies

Overseas

16 companies

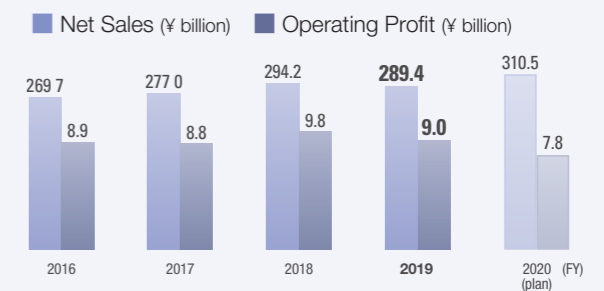


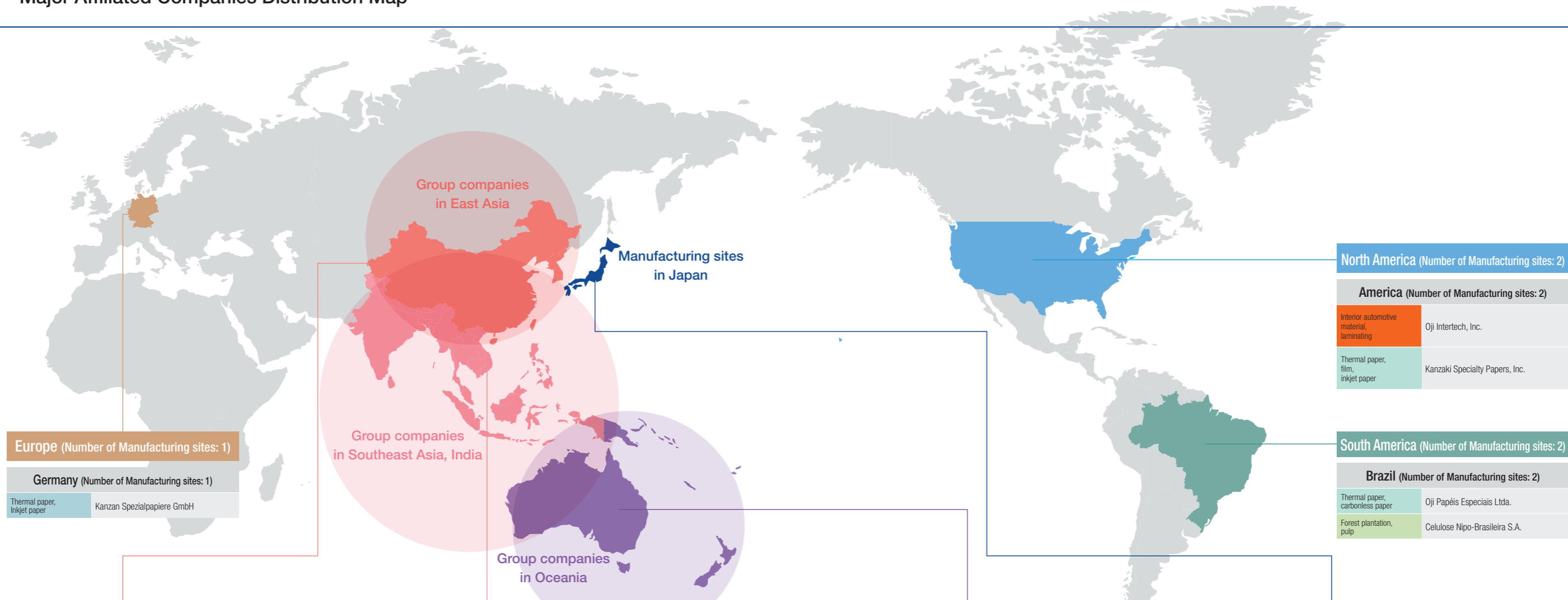
Net Sales

¥ 289.4 billion

Operating Profit

¥ 9.0 billion





Europe (Number of Manufacturing sites: 1)

Germany (Number of Manufacturing sites: 1)	
Thermal paper, Inkjet paper	Kanzan Spezialpapiere GmbH

Group companies in East Asia (Number of Manufacturing sites: 41)

China (Number of Manufacturing sites: 8)	
Regional headquarters	Oji Paper Management (Shanghai) Co., Ltd.
Heavy-duty corrugated containers	Suzhou Oji Packaging Co., Ltd.
Corrugated containers	Dalian Mori Mitsui Packaging Co., Ltd.
Heavy-duty corrugated containers	Cheng Yuang Paper Business Co., Ltd.
Paper bags	Oji Packaging (Shanghai) Co., Ltd.
Filter	Kunshan Oji Filter Co., Ltd.
Cut and processed products of dry pulp non-woven fabric, thermal paper, and specialty paper	Oji Kinocloth (Shanghai) Co., Ltd.
Decorative paper	Sunshine Oji (Shouguang) Specialty Paper Ltd.
Sales	Oji Paper International Trading (Shanghai) Co., Ltd.
Household paper, disposable diapers	
Pulp	Jiangsu Oji Paper Co., Ltd.
Coated paper, wood-free paper	
Korea (Number of Manufacturing sites: 2)	
Heavy-duty corrugated containers	Oji Interpack Korea Ltd.

Malaysia (Number of Manufacturing sites: 16)		Thailand (Number of Manufacturing sites: 5)	
Regional headquarters	Oji Asia Packaging Sdn. Bhd.	Corrugated containers, folding cartons	S.Pack & Print Public Co., Ltd.
Regional headquarters	Oji Asia Management Sdn. Bhd.	Heavy-duty corrugated containers	Union and Oji Interpack Co., Ltd.
Containerboard, corrugated containers	GSPP Group	Carbonless paper, thermal paper	Oji Paper (Thailand) Ltd.
Containerboard, corrugated containers, plastic bags	Harta Packaging Group	Adhesive paper, release paper	Oji Label (Thailand) Ltd.
Corrugated containers	United Kotak Bhd.	Vietnam (Number of Manufacturing sites: 9)	
Disposable diapers	People & Grit (M) Sdn. Bhd.	Corrugated containers	Ojitex (Vietnam) Co., Ltd.
Disposable diapers	Oji Asia Household Product Sdn. Bhd.	Corrugated containers	Ojitex Haiphong Co., Ltd.
Label printing & converting	Hyper-Region Labels Sdn. Bhd.	Paper bags	Japan Paper Technology (VN) Co., Ltd.
Thermal paper & carbonless paper printing & converting	Tele-Paper (M) Sdn. Bhd.	Paper bags	Japan Paper Technology Dong Nai (VN) Co., Ltd.
Cambodia (Number of Manufacturing sites: 3)		Folding cartons	United Packaging Co., Ltd.
Corrugated containers, plastic bags	Harta Packaging Group	Forest plantation	Quy Nhon Plantation Forest Co. of Vietnam Ltd.
Myanmar (Number of Manufacturing sites: 2)		Sales	Oji Forest Products Vietnam Co., Ltd.
Corrugated containers	Oji GS Packaging (Yangon) Co., Ltd.	Indonesia (Number of Manufacturing sites: 2)	
Packaging materials	Oji Myanmar Packaging Co., Ltd.	Disposable diapers	PT Oji Indo Makmur Perkasa
India (Number of Manufacturing sites: 4)		Sales	PT Indo Oji Sukses Pratama
Corrugated containers	Oji India Packaging Pvt. Ltd.	Forest plantation, woodchips, woodpellets	PT Korintiga Hutani
Heavy-duty corrugated containers	Oji Interpack India Pvt. Ltd.		

Group companies in Oceania (Number of Manufacturing sites: 16)

Australia (Number of Manufacturing sites: 6)	
Corrugated containers, paper cups	Oji Fibre Solutions
Forest plantation	Green Triangle Plantation Forest Co. of Australia Pty. Ltd.
Forest plantation	Albany Plantation Forest Co. of Australia Pty. Ltd.
Woodchips	Albany Plantation Export Co., Pty. Ltd.
New Zealand (Number of Manufacturing sites: 10)	
Containerboard, corrugated containers, paper bags	Oji Fibre Solutions
Pulp	
Forest plantation, pulp, lumber business	Pan Pac Forest Products Ltd.
Lumber business	Pan Pac Forest Products (Otago) Ltd.
Forest plantation	Southland Plantation Forest Co. of New Zealand Ltd.

Manufacturing sites in Japan (Number of Manufacturing sites: 102)

Company management	Oji Industrial Materials Management Co., Ltd.	Company management	Oji Green Resources Co., Ltd.
Containerboard, boxboard, packaging papers	Oji Materia Co., Ltd.	Woodchips, lumber business etc.	Oji Forest & Products Co., Ltd.
Corrugated containers	Oji Container Co., Ltd.	Energy	Oji Green Energy Shiranuka Co., Ltd.
Folding cartons	Oji Packaging Co., Ltd.	Energy	Oji Green Energy Ebetsu Co., Ltd.
Paper bags	Oji Seitai Co., Ltd.	Energy	Oji Green Energy Nichinan Co., Ltd.
Household papers, disposable diapers	Oji Nepia Co., Ltd.	Energy	MPM Oji Eco-Energy Co., Ltd.
Company management	Oji Functional Materials Progressing Center Inc.	Newsprint, printing and publication paper, communications paper	Oji Paper Co., Ltd.
Specialty paper, films	Oji F-Tex Co., Ltd.		
Thermal paper	Oji Imaging Media Co., Ltd.		
Adhesive products	Oji Tac Co., Ltd.		
Adhesive products, medical	New Tac Kasei Co., Ltd.		
Non-woven fabric	Oji Kinocloth Co., Ltd.		
Printing, processing, packaging materials	Chuetsu Co., Ltd.		

① Listed only for major affiliated companies (As of March 31, 2020)
 ② Production bases do not include sales companies and tree planting
 List of Affiliated Companies pp.104-105

Industrial Materials Business Household and Consumer Products Business Functional Materials Business
 Forest Resources and Environment Marketing Business Printing and Communication Media Business
 Other Businesses (Company management, Regional headquarters, Sales)

About the Oji Group
 What the Oji Group Aims For
 Business Strategy
 Management Strategy
 Sustainability Strategy
 Financial Data & Corporate Data

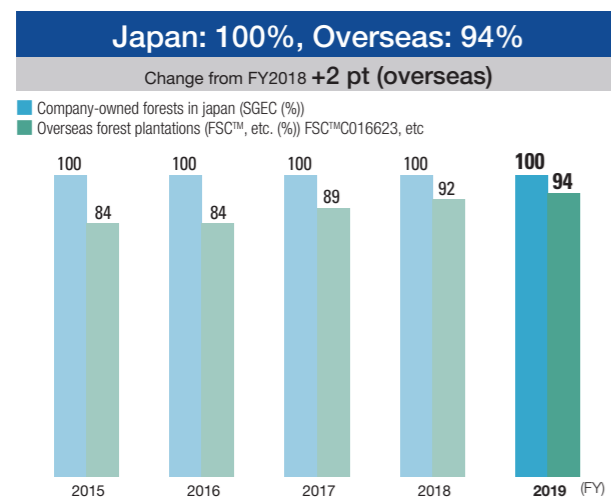
Financial Highlights

Segment		FY2009	FY2010	FY2011	FY2012
Overseas sales ratio	(%)	7.8	9.7	10.6	16.7
Operating profit	(¥billion)	73.7	65.4	53.8	43.5
Profit per share	(¥)	25.18	24.92	22.46	21.91
Free cash flows	(¥billion)	89.4	25.7	38.3	29.2
Net D/E ratio	(times)	1.6	1.7	1.6	1.4
Return on equity (ROE)	(%)	5.8	5.6	5.0	4.6
Capital investment, etc.	(¥billion)	83.0	77.1	54.7	70.1
Dividend per share	(¥)	10.0	10.0	10.0	10.0

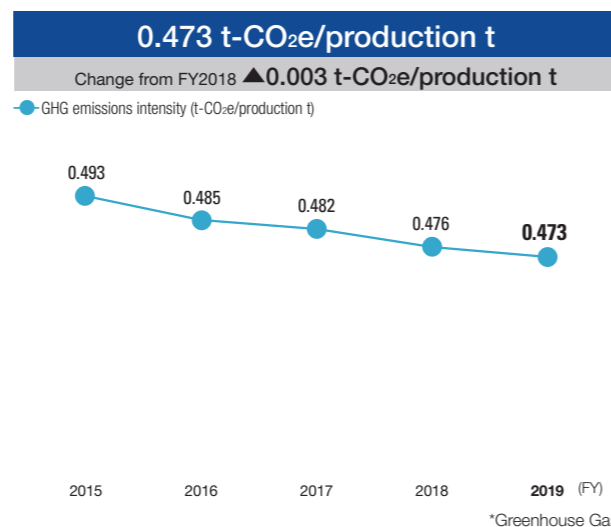
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
	20.3	22.8	27.8	28.2	31.0	32.0	29.9
	57.3	43.9	72.0	70.2	70.8	110.2	106.1
	32.01	15.71	12.86	40.74	36.64	52.52	58.78
	42.1	(74.6)	84.8	117.2	49.2	74.0	59.7
	1.1	1.0	1.0	0.8	0.7	0.7	0.6
	5.9	2.6	2.1	6.7	5.6	7.7	8.5
	76.7	80.1	57.4	57.9	69.3	62.1	97.5
	10.0	10.0	10.0	10.0	10.0	12.0	14.0

Non-financial Highlights

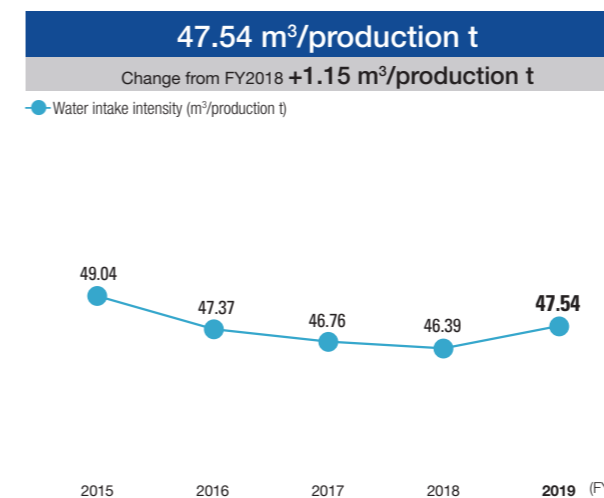
Forest certification acquisition rate



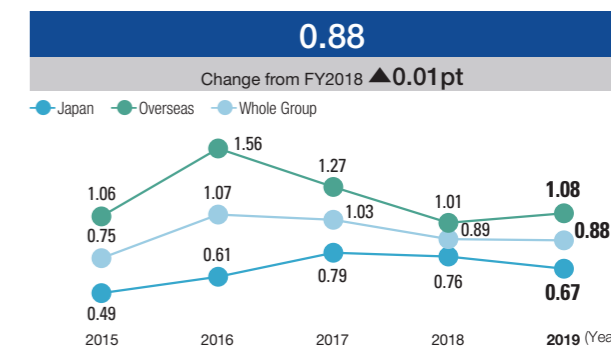
GHG* emissions intensity



Water intake intensity

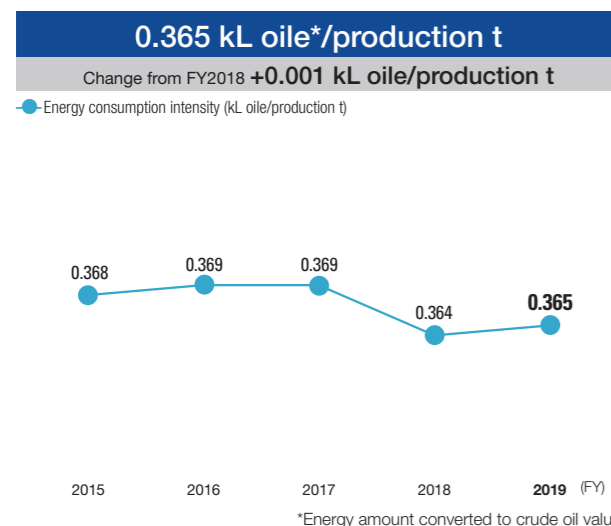


Lost Time Injury Frequency Rate* (LTIFR)

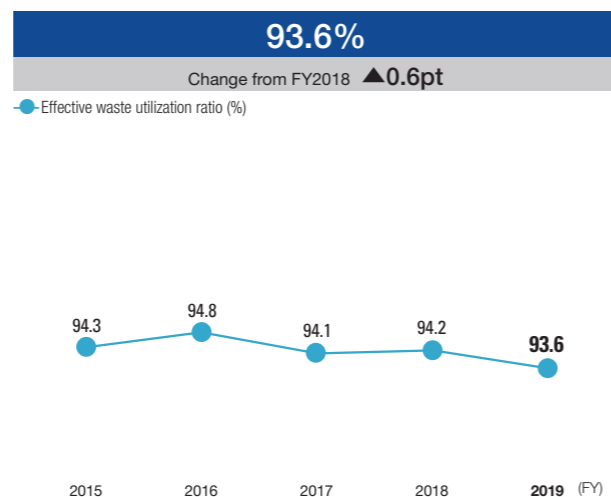


(1) Covered period: January 1 to December 31
 (2) The frequency rate is an indicator of the frequency of occupational accidents as the number of fatalities and injuries (fatal accidents and accidents resulting in at least one day of lost work) caused by occupational accidents per one million working hours.
 Lost time injury frequency rate (LTIFR) = (Number of occupational accident casualties ÷ Total working hours) × 1,000,000
 (3) Total working hours are calculated based on the number of group company employees (regular employees and temporary/non-regular employees) as of the end of September every year, assuming the annual working hours per person is 2,000 hours.
 (4) Unlike the figures in previous years, the frequency ratio calculation of each year shown in the graph above is adjusted retroactively to also include accidents at overseas group companies that are not determined to be at the level of accidents accompanied by injuries with lost work days in Japan.

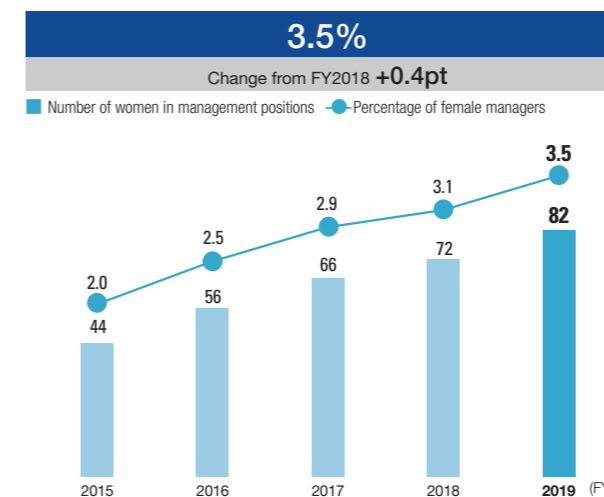
Energy consumption intensity



Effective waste utilization ratio



Percentage of female managers (16 Oji Group companies in Japan)



Number of employees (excluding temporary employees)

